The U.S. Census Bureau depends on information technology to produce statistical information and service our customers' needs. Our overall corporate vision is to foster an IT-rich environment that enhances the way we provide our products and services to our customers. We are committed to providing our customers with quality products and services at the lowest possible cost.

The Operational IT Plan provides the implementation structure to ensure that sufficient personnel, hardware, software, and communication resources are available to support long- and short-term IT program objectives.

IT Planning Documents

The U.S. Census Bureau's five-year IT plans consist of two key documents:

- the Strategic IT Plan, which addresses IT's mission, vision, goals, and strategies for achieving our objectives, capital planning and investment management processes and performance requirements, as well as high-level descriptions of IT initiatives to support the program areas' long-term objectives; and

- the Operational IT Plan (this document), published separately, which discusses specific initiatives for the current budget year in greater detail, linking them to the business processes and/or strategic goals and strategies they support.

IT Goals and Strategies

Customer service and satisfaction are the foundation of our IT goals and strategies. Our IT products and services cut across all business and programmatic functions and are essential to successful U.S. Census Bureau projects. The following section lists the IT goals and the strategies to accomplish those goals; for details about performance measures and the status of each goal, please see the approved 1999 Strategic IT Plan, pp. 16-36. You can read an electronic version of our 1999 Strategic IT Plan at: **www.census.gov/main/www/strplans.html.**

Goal 1:	**Increase our customers' trust by involving them in the IT processes.**
Strategy 1:	Develop Service Level agreements and performance metrics, and assess results of customer satisfaction relative to their expectations.
Goal 2:	**Provide customers with the technology to access and share information easily and seamlessly from any location.**
Strategy 2:	Improve the operating environment by consolidating appropriate computer processing equipment in the state-of-the-art Bowie Computer Center.
Strategy 3:	Improve Local and Wide-Area Networks to make them robust, reliable, scalable, and secure to meet future needs.
Strategy 4:	Standardize desktop workstations.
Goal 3:	**Improve our information systems' ability to support our business processes.**
Strategy 5:	Improve and expand electronic survey data collection, capture, and processing systems.
Strategy 6:	Improve electronic information dissemination to the U.S. Census Bureau's customers.
Strategy 7:	Solve the Year 2000 (Y2K) problem.
Strategy 8:	Redesign legacy systems to operate in an open systems environment.
	(continued)

Information Technology (IT) Review Board Process

Last year, the U.S. Census Bureau established the IT Review Board to implement a three-phased Information Technology Capital Investment Process to address project selection, control, and evaluation. The IT Review Board operates under the authority of the Associate Director for Information Technology (also the U.S. Census Bureau's Chief Information Officer/ Senior Information Resources Management Official).

Policy and Charter

The IT Review Board provides for coordinated oversight, review, and advice to the Director, Deputy Director, Chief Financial Officer, and Principal Associate Director for Programs regarding IT projects. The IT Review Board approves or disapproves funding requests for new initiatives. It also allows, at key milestones, for continuing projects under development or requiring termination when they fail to meet performance, cost, and/or schedule criteria by ±10%. The purview of the IT Review Board applies to evaluating proposed IT investments for new systems, systems under development, and maintaining and modifying existing systems.

The IT Review Board is chaired by the Associate Director for Information Technology/U.S. Census Bureau's Chief Information Officer and is composed of:

- **the Deputy Director and Chief Operating Officer;**
- **the Principal Associate Director and Chief Financial Officer;**
- **the Principal Associate Director for Programs;**
- **all Associate Directors;**
- **selected operating unit executives as designated by the Chief Operating Officer and/or the Principal Associate Directors;**
- **the Chief, Budget Division;**
- **the Chief, Acquisition Division; and**
- **the Chief, Security Division.**

In the event that a member is unable to attend a board meeting, they may designate an alternate to take their place. The alternate must be fully authorized to represent the member; absence of a member will not delay decision-making. The IT Review Board members may invite additional participants, such as operating unit project managers, analysts, and technical specialists, to attend and advise them.

Recommendations of the IT Review Board are, to the maximum extent possible, based on consensus. The members use standard decision-making criteria for comparing and ranking IT initiatives. The process is maturing and has already made significant progress toward gathering data and performing analyses that will provide both the technical and business criteria to make sound management decisions. As Business Case Analyses are developed for our baseline activities, ongoing IT initiatives, and new IT initiatives, we can begin to evaluate our infrastructure as a whole.

and business areas, reviews the portfolio and makes recommendations first to the program area, then to the IT Review Board. The Technical Review Board reviews each project with regard to each of the disciplines listed above, and attempts to resolve issues with the program manager. The results are documented and forwarded to the IT Review Board for final approval or disapproval.

Although the IT Review Board has purview over all IT investments, thresholds have been defined for various levels of authority for channeling project evaluations and decisions to appropriate management levels. The availability of appropriate skills and project management disciplines are key to the success of IT projects at the selection and initiation phases. To that end, project managers received training in developing business-related outcome oriented performance measures, and managers of any significant IT project are required to take the project management training that the U.S. Census Bureau began offering last fiscal year.

The role of the IT Review Board during the control phase is to monitor projects and systems under development against established costs, scheduled milestones, performance measures, and benefits delivered. The focus is on how useful projects are, investment vs. risk issues, and specific contract management issues, as appropriate. Problems are identified, as are alternative corrective measures and appropriate actions. The IT Review Board makes the final decisions about continuing the project and will provide corrective actions as appropriate. The Technical Review Board regularly monitors ongoing system development, with

deviations from schedule, cost, etc. being reported to the IT Review Board for consideration and/or approval/disapproval for continuing the project. To assist the project monitoring function, common schedule, cost and performance measurement processes and systems are employed. These processes and systems are currently being defined and will be revised as necessary to appropriately manage and control projects.

Much of the U.S. Census Bureau's IT efforts involve modifying and enhancing existing systems. The evaluation phase will provide periodic review of the systems to ensure that further investment is appropriate. To assist in evaluating such systems, post-implementation reviews will focus on the extent to which the actual cost, schedule, performance, and delivered benefits were accurately predicted during the planning and implementation phases. Discrepancies will be addressed and the IT Review Board may decide to continue, adjust or consider alternatives to the operational system. The U.S. Census Bureau will incorporate lessons learned from the post-implementation reviews to continuously improve the investment selection and control processes.

The results of the IT reviews are documented and maintained within the Office of the Associate Director for IT/Chief Information Officer. Additionally, that office records, manages, follows up, and reports on the decisions of the IT Review Board and any action items it assigns. The purpose of the IT reviews is to ensure responsible and effective management of the significant IT resources expended by the U.S. Census Bureau.

Operational IT Plan Organization and Structure

The first section following this Introduction is devoted to Enterprise Information Technology (IT) Support; this section provides an overall view of IT within the U.S. Census Bureau and explains how we centrally manage it.

The remaining sections discuss the program areas and their IT plans:

- Decennial;
- Geography;
- Data Access and Dissemination System;
- Demographic;
- Economic;
- Field Operations;
- Finance and Administration; and
- Methodology and Standards.

Each program area's section is detailed as follows and as appropriate:

1.0	Program Area Overview
1.1	Products, Services, and Customers
1.2	IT Objectives
2.0	Program Area IT Support
2.1	IT System Descriptions
2.1.1	Detailed Description of System #1
2.1.2	Progress Against Planned Milestones
2.1.3	Performance Measures
2.1.4	Risks
2.1.5	References
3.0	Infrastructure Description
3.1	Detailed Description of Infrastructure
3.2	Progress Against Infrastructure Milestones
3.3	Infrastructure Performance Measures
3.4	Infrastructure Risks
3.5	Infrastructure References

In addition, the Plan includes the following appendices:

Appendix A describes a detailed budget of the current and projected IT costs for the U.S. Census Bureau. For each program area, we have provided costs of:

- hardware;
- software;
- telecommunications;
- support services and contracts;
- supplies; and
- personnel.

We have also included financial information on the Census Modernization initiative and linked this appendix to the 2001 Budget Submission. We have included more information than last year to make this appendix more useful.

Appendix B describes the Y2K status of our mission critical systems.

Appendix C describes security status of our mission critical systems.

Appendix D is a list of acronyms.

Within the narrative for each program area, we have specifically emphasized our commitment to supporting Electronic Commerce. The following section describes our overall support for and commitment to a "Digital" Department of Commerce.